



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF ORDNANCE
ABERDEEN PROVING GROUND, MARYLAND 21005-5201



ATSL-O-E

10 September 2002

MEMORANDUM FOR COMMANDER, ENLISTED RECORDS AND EVALUATION CENTER,
ATTN: PCRE-B, FORT BENJAMIN HARRISON, IN 46249-5301

SUBJECT: Sergeant Major/Command Sergeant Major Selection Board Guidance

1. Purpose: To provide information to the Sergeant Major/ Command Sergeant Major (SGM/CSM) Selection Board panel for CMF 63
2. Proponency Guidance. Use these guidelines as tools in making your selections. The following guidelines reflect the Ordnance Corps' priorities and emphasis in determining the most qualified for promotion to Sergeants Major/Command Sergeant Major from CMF 63.
3. Mission: The primary duties of the mechanical maintenance CMF are to perform the fix functions on Army weapons systems and equipment that support maneuver forces in their preparation for and conduct of operations across the entire operational spectrum. The fix functions include: maintenance management, recovery, fault diagnostics, repair, overhaul, and component/major assembly substitution and exchange. CMF 63 maintainers support the life cycle functions of all Army systems and the mission readiness of the Army's combat, tactical, and ground support systems.
4. MOSs that progress to SGM: See enclosed CMF 63 MOS Pattern.
5. Special Considerations/Areas of Interest:
 - a. You are selecting NCOs for the most senior enlisted ranks in the Army based primarily on demonstrated duty performance, demonstrated leadership ability, and future potential; however, your challenge is to select the right NCO for sergeant major and command sergeant major using a balanced criteria that best represents the needs of the Ordnance Corps.
 - b. Habitually, promotion panels select our sergeants major using extensive "leadership" backgrounds such as drill sergeant, platoon sergeant, small group leader, and first sergeant as the primary basis for determining the most qualified; however, we cannot model our selections using identical criteria as combat arms or other branches with such contrasting development models and missions and expect to select the best **Ordnance** sergeants major. Instead, use a balanced methodology in selecting Ordnance sergeants major that recognizes our primary role is technical and management centric but also includes demonstrated strong leadership performance; therefore, an NCO who has demonstrated exceptional performance in special/challenging duties (DS, Recruiter, SGL, PSG, etc), battle staff, and maintenance functions represents a balanced NCO who has demonstrated performance in leadership, management, and technical competence.

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c. A very important element we want you to consider in your deliberations is ascertaining the NCO's demonstrated commitment to their profession. Simply attending mandatory schools as part of NCOES is not adequate for senior Ordnance NCOs competing for this most senior and prestigious enlisted rank in the Army. NCOs at this level are expected to be devoted to a professional NCO Corps, and to demonstrate this, they are obligated and committed to continuous personal improvement and professional life-long learning. Future Sergeants Major should be selected, in part, on their demonstrated level of devotion to their profession through **measurable** and **continuous** self-improvement.

d. Self-Development: **The Ordnance Corps places high value and worth on self-development.** Consistent and meaningful pursuit of self-development separates great NCOs from good NCOs and demonstrates the commitment of a true professional NCO. Future Sergeants Major cannot wait to be taught new knowledge – they must constantly pursue it.

(1) Military Education:

(a) **Sergeant's Major Course attendance.** Award master sergeants who have been selected for, completed, and who are attending the Sergeant's Major Course (SMC) significant merit. These master sergeants have already been selected as the best of their peers by a previous selection board; however, master sergeants currently attending the Sergeant's Major Course are also inadvertently placed at a disadvantage compared to their peers in several ways. Primarily, many of these master sergeants attending the SMC were removed from competitive and demanding positions, such as 1SG, to attend the course, however, junior master sergeants not selected to attend the SMC are allowed to build evaluations and operational experience in those same demanding jobs, which often result in their selection to SGM over master sergeants currently in the SMC. You must identify and select the most qualified NCO; however, you must also heavily weigh the importance of previous selections and attendance to the Sergeant's Major Course.

(b) **Award additional merit to NCOs selected as Distinguished/Honor Graduates, Commandant's List Graduates, or Top 20% Graduates.** These accomplishments in an academic environment demonstrate performance above and beyond their peers in a controlled environment and on equal footing.

(c) Additional military schools are not within the grasp of all NCOs due to high OPTEMPO, location, or demanding duties. Determine the relevance of additional schools in leading to a more qualified Ordnance NCO, and weigh them accordingly.

(d) Identify NCOs completing related general and specific military correspondence courses as being commitment to self-development. **Of specific interest** are those courses that lead to a more competent and knowledgeable Ordnance NCO in their current or next higher rank.

(2) Civilian Education:

(a) There is no clear requirement for advanced civilian education; however, a key aspect in self-development and in support of a professional NCO Corps includes post-secondary and collegiate studies. Master Sergeants expecting to be competitive for Sergeant Major must invest their

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own time and effort in becoming broadly and specifically educated in the latest developments in technology, management practices, and in communication skills. Continuous improvement and life-long learning are terms that must be embraced and demonstrated. It represents direction, commitment, and leadership.

(b) Weigh continued studies as a measure of commitment to self improvement, but keep in mind the NCO's past assignments which may not have facilitated the opportunity to pursue continued studies. There are NCOs who have remained in high OPTEMPO jobs and deployments for the majority of their careers. Their education is one of hard and valuable experience. Pay particular attention to NCOs who have chosen to pursue continued studies related to their professional development and technical expertise, **such as MOS technical or management studies**. This most closely meets the spirit of the self-development program and should be recognized as the NCO's personal commitment to the Army.

e. Awards: **Awards policies are not uniform.** Determine what measures of performance justified the awards. The weighing of awards should focus more on what achievement and levels of performance generated the award, rather than the level of award itself.

f. Assignments and Special Consideration:

(1) Use good judgment when weighing leadership positions in your selection. **Recognize performing in leadership jobs does not in itself outweigh average performance in those positions.** Excellence displayed in equally vital technical or staff positions should also be recognized accordingly.

(2) Scrutinize the award of merit to NCOs repeatedly performing duties in positions not associated with Ordnance related (Instructors, battle staff, PSGs, etc. are Ordnance related) operations for extended periods (4 years). Ordnance NCOs must be competent maintenance managers and maintainers. Repeatedly performing in positions outside the Ordnance or maintenance field does not support the development of required primary maintenance and staff competencies. The job of First Sergeant and primary Battle Staff positions are still considered as Ordnance related.

(3) Recognize that MSGs/1SGs performing in authorized SGM/CSM positions have already demonstrated their potential to perform at the next higher grade. **Exceptional performance in authorized SGM/CSM positions for at least six months should generate significant merit.**

g. Demanding Assignments.

(1) Operations Sergeant/ Support Operations Sergeant: View successful performance in these positions as a significant accomplishment. Reward NCOs successfully performing in these mission critical staff positions.

(2) Observer/Controller: Recognize the importance of these duties and positions to the entire Army. These NCOs are experts in their field and teach and advise entire units on their ability to perform their wartime mission. These jobs are habitually field duty intensive and subjected to constantly high OPTEMPO, and these positions rarely afford the opportunity for continued studies or

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self-development. Operating conditions are often intense, in unimproved facilities, and under simulated combat conditions. These NCOs should be viewed as the epitome of technical and tactical competence.

(3) First Sergeant/Detachment Sergeant: These jobs are rarely available to CMF 63 NCOs and are usually sought after by the majority of MSGs seeking career progression, but limited positions, locality of positions, and command influence make it impossible for all NCOs, even the most eager, to be afforded the opportunity. There is only one First Sergeant position for every seven (7) Master Sergeants in CMF 63. Obtaining a First Sergeant position is a big deal, and mediocre performance as a First Sergeant should not be overly rewarded based solely on the fact they served as a First Sergeant. Beware of "ticket punchers". First Sergeants should serve successfully for no less than 18 months unless unable due to unusual circumstances.

(4) Ordnance Career Managers/ Advisors. Senior Career Managers or Senior Career Advisors in Ordnance Proponency or the Ordnance Enlisted Personnel Management Division are hand-picked and selected on an interview basis and intense records review. Their importance and contributions to the health of the Ordnance Corps is critical, and the nature of their work has an impact on soldier and organizational readiness throughout the Army.

h. Special Achievements. Award exceptional merit to those soldiers who have attained Master Instructor, Drill Sergeant/Instructor of the Year, Noncommissioned Officer (NCO) of the Quarter/Year or Sergeant Morales Club/Sergeant Audie Murphy Club membership. These programs require a tremendous amount of self-study and preparation and should not be taken lightly; instead, they should be recognized as yet another level of advanced self-development that their peers have chosen not to pursue. Award NCOs who have earned these titles for their demonstrated confidence and competence above and beyond that of the average NCO.

*** Master Instructor: (Ordnance Corps particular) Soldiers must complete the Supervisor Instructor's Course, Management Course I & II and develop an individual project focused on improved training. They must also conduct 1,250 total hours of assigned instruction and a professional development seminar 1 to 2 hours in length.

i. Command Sergeant Major. Ordnance NCOs must have a minimum of 18 months of successful 1SG time to be selected for command sergeant major unless there are compelling qualities or experience that merit the selection of a non-1SG for CSM. As with any NCO selected for SGM/SGM, insure the NCO has a balanced technical and leader background. CSMs with little or no operational experience in their primary maintenance role do not possess the requisite experience to share with soldiers or advise commanders. An example is an NCO progressing from SSG through MSG and never once working in a maintenance role.

6. Summary. This information paper has given you an overview of what the Ordnance Corps views as important aspects in choosing quality CMF 63 NCOs for promotion to Sergeant Major. Use this as a guide in your deliberations and in making your selections.

7. Point of contact is SGM Herrell, Personnel Proponent Office, Aberdeen Proving Ground, MD. DSN 298-6470, commercial (410) 278-6470 or e-mail: ocosgm@ocs.apg.army.mil

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